

A-21629

U.S. Department of
Homeland Security

United States
Coast Guard



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5050 JUN 8 2007

MEMORANDUM

From: Cynthia A. Coogan, RDML
CG-13

Reply to CG-133
Attn of: LCDR Gibbons
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To: CG-00
Thru: (1) CG-1
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Subj: SPRING 2007 LEADERSHIP ADVISORY COUNCIL REPORT

1. Your Leadership Advisory Council (LAC) met at Training Center Yorktown from 15-18 May 2007. The list of attendees and the slides presented at the LAC out brief are enclosed along with an updated charter for your LAC which has been revised to include your signature. Since their last out brief to you on November 9th, the LAC has concentrated its efforts on gaining the best possible input from the field and on identifying from this input service-wide leadership issues. In addition to soliciting their home unit and local units for ideas, for the first time the LAC solicited the field for leadership topics of interest via ALCOAST message to increase awareness of the topical issues of concern to our employees.

2. The LAC will continue to meet on a semi-annual basis, alternating its meetings between the DC area in the fall and one of the Training Centers in the spring. The Council plans to continue its efforts to help meet your vision of ensuring every Coast Guardsman has the best possible leadership to carry out their missions.

3. Specific action items carried over from the last meeting include:

a. The LAC recommended a performance-based qualification for completion of Leadership and Management School (LAMS) prior to advancement to E-6. This recommendation was approved and released to the field on 21 May 2007 as ALCOAST message 265/07.

b. The LAC decided against expanding the LAMS class at this time, given the new requirement for all E5 to complete the course for eligibility to advance to E6.

c. The group continues to revise the Leadership Development Program Commandant Instruction that was originally signed in December 1997. The goal is to create a comprehensive Leadership Manual, to consolidate the existing instructions, clarify roles and responsibilities with the Leadership Development Center and CG-133, and provide one-stop shopping for users. The work is moving forward, though at a slower pace than anticipated. As a result, responsibility has been shifted back to the Office of Leadership and Professional Development, which will use the LAC membership as consultants and reviewers as we move forward with the development.

d. The LAC identified a gap in the leadership development available for mid-grade officers and recommended a mid-level officer needs assessment be conducted. CG-132 has scheduled

this needs assessment for the summer of 2007 at cost of \$25K. We have identified the funding needed for this action within CG-13's budget.

4. The request for field input, coupled with the suggestions collected by Council members from their AOR, resulted in 38 ideas that were discussed at the meeting. Many of these ideas were related to two overarching themes; "the effects of transformation," and "time as a leadership issue."

a. The effects of transformation – although messages have been sent regarding the transformation, members of team Coast Guard are still trying to interpret the personal and organizational effects. Junior officers are uncertain about the future of their career paths. Civilians are concerned where they fit in the organization. The deckplate members are concerned about the effects on their day-to-day work.

b. Time as a leadership issue – as we see an increase in competing demands on our time, CG members are trying to focus on the right thing but are distracted by the many responsibilities of their unit and the organization. We seem to have multiple number one priorities. Time constraints and competing demands lead to less time being devoted to counseling our members. Leadership action items seem to fall out at the deckplate in order to ensure mission execution and additional training requirements.

5. New action items identified from the input received from the field were discussed and the following action is planned between now and the Council's next meeting in November 2007:

a. We will create an easy to use, informal 360-degree assessment tool to be placed on the Unit Leadership Development Program web site for those interested in a tool for horizontal and vertical feedback.

b. We will work with the MCPOCG's office to encourage all units to adopt the Chiefs' Council concept; this council has proven successful at several units as a timely intervention and performance management tool.

c. We will create a standard CG form to provide a standardized, informal counseling tool that helps supervisors and subordinates ensure timely feedback is available to all persons.

d. We will publicize unit successes from the recent Spotlight on Leadership program and we recommend this become an annual event.

e. We further intend to leverage the passion for leadership development and the creativity evident in unit responses to the spotlight by launching a leadership video contest. This contest will be administered by the Leadership Development Center through this summer and will solicit homegrown videos up to 20 minutes in duration. We expect this to be a fun and insightful way for members to contribute to leadership development and it will give the field an opportunity to champion their strong leadership practices CG-wide.

f. We will publicize the input received and discussed at this meeting and will request field input via an ALCOAST message for future LAC meetings.

g. We will prepare a Leadership Policy Statement for your signature to send to team Coast Guard that reflects your leadership vision.

h. We will adjust the timing of the Inspirational Leadership Award program to provide you the option to mention the winners during your State of the Coast Guard address in February. The LAC expressed the belief that this address would be an opportune time to showcase the connection between strong leadership and mission execution. The ceremony to recognize the award recipients could occur in conjunction with the State of the Coast Guard address or remain independent.

6. The Coast Guard's continued success in operational matters can be traced to the strong leadership at all levels of the work force. We cannot think of only doing leadership training when operations permit, we need to have the mindset that we do leadership training to permit operations. Leadership development remains a business imperative as we focus on your first priority of mission execution. Thank you for your continued support.

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3 Enclosures